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16 August 1968

MEMORANDUM FOR: Special Assistant to the Director
of Personnel

SUBJECT : Reflections on the Summer Internship
Program

1. The most effective way of beginning this evaluation of my summer experiences is with a description of the duties I was given. I was fortunate in that my arrival coincided with the departure abroad of one of the regular analysts within the Soviet Foreign Policy Branch of OCI. Because of this, I inherited an established position. The personal advantages of this arrangement are obvious; I was acquainted immediately with the basic activities of the OCI. Since the Summer Internship Program is a method of attracting trained personnel, this arrangement was a most effective method of showing the Agency to its best advantage. A regular desk job permitted me to compare and contrast academic research with the methods used in intelligence analysis. The appeals of intelligence work to a student of Russian affairs are many: you have the opportunity to see information known to few people, you have a small but vitally interested readership, and there is a solution to the old problem of relevancy. You are relevant at the Agency as you cannot be on the outside working in the same area. There are drawbacks, however. The analyst may not communicate his findings to many people. He is a prisoner of time in that what is newest is presumed to be most important. There is pressure to write without time for reflection. And, there is little opportunity to delve deeply into "old" but interesting problems.

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2. A major portion of the credit for the enjoyment I have gotten from my summer work must go to my fellow analysts and immediate superiors. My office mates have been colleagues within the Agency and good friends after work. I was very impressed with the background of the analysts in the Soviet Division. As a group they are more impressive than any history department I have met to date. A special word should be added about

25X1 [redacted] Ultimately, the success of the program rests upon their attitudes toward it. They can either make the intern feel productive or shunt him off into a less significant project. I was given the task to analyze and report on Soviet foreign policy toward a particular area of the world, and appreciate this responsibility. This included the writing of briefs, weeklies, and division notes. (I should add that an ancillary benefit of the summer has been [redacted] critique of my writing style.)

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3. Realizing that the program is only in its second year and that all of the problems have not been eliminated, I hope that the following remarks may prove to be of some value. First of all, I feel that the general philosophy behind the program needs to be more explicitly stated at the beginning of the contact between the prospective intern and the Agency. I do not want to imply that a sense of obligation ought to be given, but it should be made clear that this is not summer work for otherwise unemployed area specialists. This is (and should be) a serious introduction to the advantages of intelligence work. Whether this results in the recruitment of the individual intern need not be a criterion of success. The residue of a period of enjoyable and meaningful work can later have some benefit to the Agency in its relations with the academic world.

4. To do this more effectively the program should establish a time-table to give it less of an ad hoc appearance. The administrators should introduce

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department chairmen and graduate faculty advisors to the program by way of a short announcement. This announcement should give the purpose of the program, who is eligible, the approximate rate of pay, and the period of employment. The initiative would then pass to the student. All applications should be submitted by 21 February or 1 March with appointments to be made by 21 March in order to allow for the completion of the background investigation. All interns should be gathered together in Washington on the first Thursday in June and given two or three days of orientation and briefing. This would result in a professionalization of the recruiting method in order to bring it in line with other scholarships. The program ought to have all of the trappings of a genuine fellowship which, in point of fact, it is.

5. The early June convening would have several additional advantages. First of all, the intern-class would have a chance to meet before being assigned to the different branches of the Agency. Informal get-togethers could follow these days of orientation. Second, I must confess to a certain annoyance of having to interrupt my work to go to a meeting. The appeal of the internship is in the work and I felt reluctant to leave it. The only exceptions to the above statement would be the periodic discussions with [] and the tours of such Agency facilities that can be appreciated only after job experience, such as NPIC.

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6. On a more mundane level there are several problems that may prove solvable by the program administrators. The first of these is the difficulty in finding suitable summer housing. An attempt should be made to compile a list of the places where former interns have stayed along with other possibilities. Several of the interns (including myself) had places to stay in the Washington area before we accepted the job. In fact, having an apartment proved to be a determining factor in my acceptance of the internship. It would be unfortunate to actually limit the internships to those having friends or relatives in the area.

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7. Another problem concerns finances. Most of us receive our income from some kind of graduate school assistance. These funds are usually insufficient to cover the expenses of relocating and living in Washington until the third week of June. An allotment which would be paid back at the end of summer would provide an answer to this problem.

8. Despite these small blemishes, I feel that the program was a complete success and the summer was most profitably spent. I have enjoyed my work and my associates, and feel that there now exists a very significant alternative to college teaching for a person with a background in Russian studies. I have concluded that the attractions of the internship program are those of the Agency, that is, the importance of the work and the calibre of the employees.

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